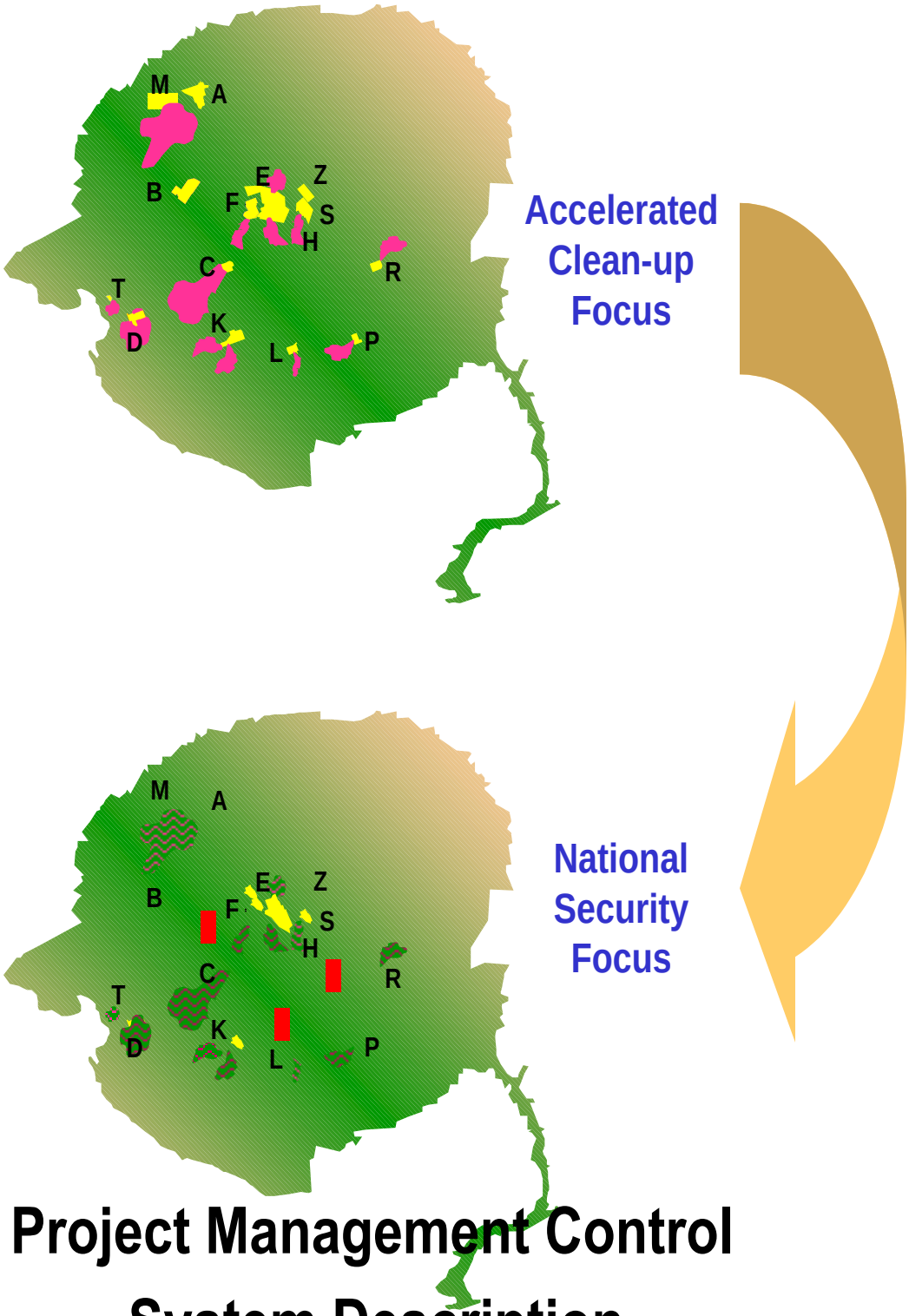
SAVANNAH RIVER SITE

Environmental Management Program

Contract Performance Baseline



Project Management Control System Description

SRS savannah river site

Appendix

Contract No. DE-AC09-96SR1850
Modification No. M120

Rev 1 - Feb, 2005
(Effective Date - July, 2004)

Table of Contents

The Contract Performance Baseline is comprised of the following nine Volumes and Appendix:

CPB Change Log
Project Management Control System Description

Rev Number	Date	Contract Mod	Major Issues
0	November 2003	M100	Original Issue
1	August 2004	M120	Fee Payment Schedule Clarification of Earned Value vs. Performance Management

EXECUTIVE SUMMARY

In accordance with Contract Modification M100 of Contract No. DE-AC09-96SR18500, Westinghouse Savannah River Company (WSRC) submitted and the Department of Energy (DOE) approved: (1) the Contract Performance Baseline (CPB) and (2) a Project Management Control System (PMCS) description on November 26, 2003.. These documents will be maintained consistent with future contract changes.

This document is the system description for the WSRC PMCS, as applicable to the Environmental Management (EM) Program. The processes described in this document utilize the Earned Value Measurement System (EVMS) principles and terminology. The EVMS criteria are fully applied to capital line items and are tailored to fit the complexity of operating scope.

This PMCS description defines the overall project controls and estimating policy required to comply with the WSRC contract while the. *WSRC 6B Program Management Manual* provides the guidance, requirements, and procedures for project controls and reporting. All WSRC program and project participants are expected to comply with this manual.

Based upon Contract Mod M100, the approved Contract Performance Baseline (CPB), and the PMCS, the procedures in the 6B Manual were revised to reflect the new requirements and issued for implementation in Fiscal Year 2004. The governing criteria for the implementing procedures require that accepted project management principles are applied to all contract work utilizing a graded performance management approach for meeting the management and control requirements of the category of work being performed. The PMCS description outlines a project structure that facilitates:

- Achieving safe and accelerated clean-up in the most cost-effective manner;
- Providing adequate, cost-effective controls for authorization and execution of all EM work scope;
- Establishing, maintaining, and using a project controls system that accurately reflects project status relative to cost and schedule performance;
- Tracking changes to the baseline; and
- Ensuring consistent reporting of costs via integration with financial accounting systems.

TABLE OF CONTENTS

TABLE OF CONTENTS (Continued)

1.0 PROJECT MANAGEMENT CONTROL SYSTEM (PMCS) OVERVIEW

1.1 Introduction

This section provides an overview of the Westinghouse Savannah River Company (WSRC) PMCS as applicable to the WSRC contract with the Department of Energy (DOE). The WSRC PMCS was initially modified to meet the requirements of Contract Modification M100 (Revision 0, November 21, 2003) and will be revised, as required, to remain consistent with future contract modifications.

The project management and control criteria outlined in Section 7.0 of the Performance Evaluation and Measurement Plan (PEMP) of the contract are the bases for this document and implementing procedures contained in the *WSRC 6B Program Management Manual* The PEMP, the EM Contract Performance Baseline (CPB), and the PMCS description constitute the Project Execution Plan for all sub-projects within the Environmental Management (EM) scope. Appendix B provides a cross reference of the PEMP requirements stated in Section 7.0 of the PEMP to the PMCS description.

The PMCS and its implementing procedures are used by the WSRC team and its subcontractors to manage and integrate the mission requirements; work scope definition; schedule, cost and performance measures; and control changes to the baseline. Work execution requirements, such as worker health and safety controls, are fully integrated in the work scope definition through established site policies and procedures. The 6B Manual also contains company-level procedures and the WSRC program and project controls and estimating policies. The PMCS is integrated with the financial accounting systems to ensure the consistent reporting of costs.

WSRC has organized EM program resources to support a project-based approach to the completion of the work. This organization readily accommodates the requirements outlined in Section 7.0 of the PEMP of Contract Modification and the expanded use of earned value techniques. The PMCS defines a performance management process that utilizes the Earned Value Management System (EVMS) principles and terminology for the implementation of DOE Order 413.3. The level of application of the EVMS principles range from full implementation for capital Line Item (LI) projects to a graded approach that is consistent with the complexity of operating scope.

1.2 Contract Requirements Driving the PMCS

The WSRC PMCS description addresses the following modified contractual requirements:

- Where applicable the requirements as issued on October 13, 2000, DOE Order 413.3, Program And Project Management for the Acquisition of Capital Assets;

(Reference: WSR-2004-0034, Submittal of Contract Modification M100 Deliverables, 7/16/03);

- Integrated Planning, Accountability, and Budgeting System Information Systems (IPABS-IS) Data Requirements, December 18, 2000;
- Integrated Planning, Accountability, and Budgeting System (IPABS) Handbook, February 16, 1999;
- HQ Baseline Change Control guidance per Jesse Roberson's letters of December 19, 2002, and February 6, 2003.

The 6B Manual reflects the overall project controls and estimating policy required to comply with the Contract and provides the guidance and requirements for project controls and reporting for the EM Program. All EM projects are managed in accordance with the 6B Manual requirements. All participants are expected to provide performance data in accordance with the PMCS requirements through the appropriate channels for consolidation and reporting at the total EM Program level. Figure 1.2.1 depicts the flowdown of the project controls requirements from the contract, down though the PMCS to the individual WSRC Business Units.

Integration of the system data is performed by the Site Program Integration & Baseline Management Department. This department provides oversight and support to the Site senior management and Business Unit management to ensure proper PMCS implementation and a consistent approach to management, control, analysis, and reporting. Each of the Business Units maintains and controls its own system that complies with the requirements in the 6B Manual.

1.3 PMCS Summary Description

The PMCS is an integrated work scope, schedule, and cost control system comprising policies, procedures, desktop instructions, workflow processes, forms, reports, and data management systems that provide for the effective planning and control of work scope, cost, and schedule. This system is the primary cost and schedule management tool used to meet both external and internal project management objectives. It also meets the internal needs of the project management for performance monitoring and management of the work.

The management system flowchart is shown in Figure 1.3.1.

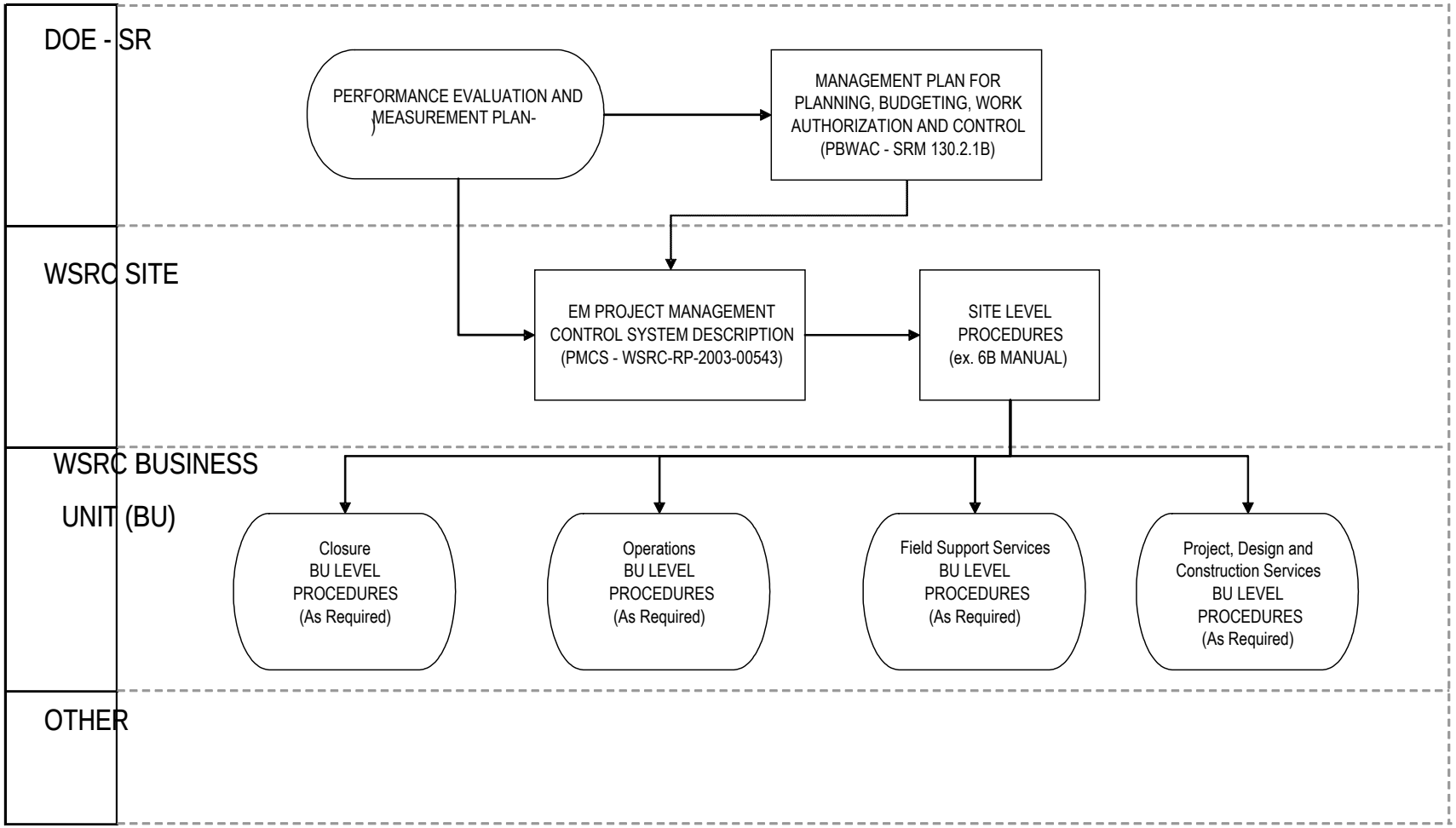


Figure 1.2.1 – Flowdown of Project Controls Requirements

Project Management Control System (PMCS) Process Flow Diagram

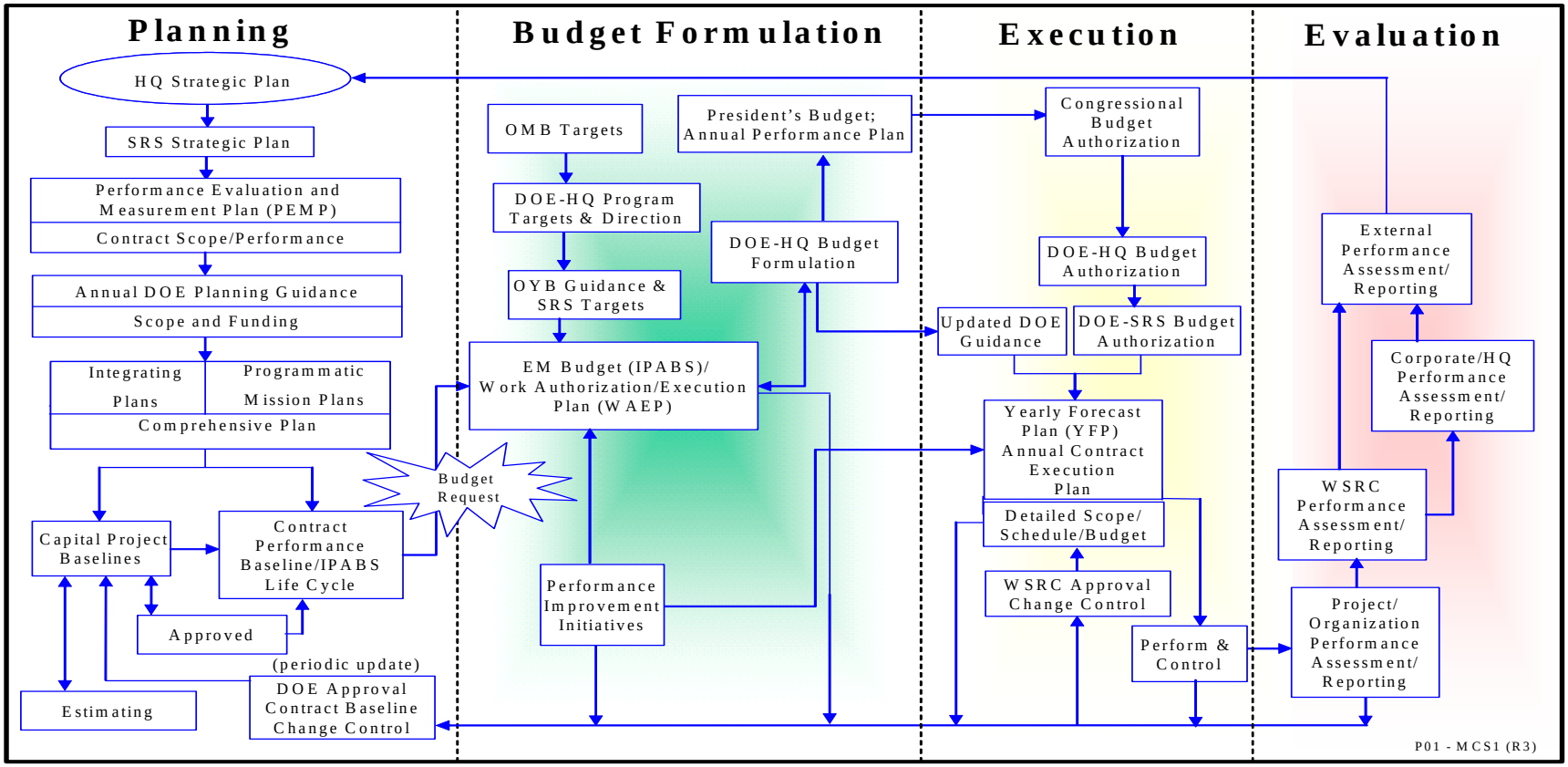


Figure 1.3.1 - PMCS Process Flow Diagram

The PMCS defines the planning and control processes for accomplishing EM project work in an orderly and cost-effective manner and:

- Provides project guidance for defining and organizing EM work;
- Establishes and maintains work scope, schedule, and cost components of the baseline;
- Supports the implementation of acquisition strategies for subprojects and tasks within the contract scope to ensure maximum clean-up acceleration;
- Develops meaningful performance indicators to provide early warning of potential project problems;
- Ensures management visibility for control of work scope, schedule, and cost components;
- Provides timely, valid and traceable baseline performance and trend data; and
- Ensures cost effective, accurate, timely and properly controlled baseline changes at appropriate levels within the individual projects and overall EM Program.

Implementation of a disciplined PMCS is critical to success under the terms and conditions of the contract. Accepted project management principles are applied to all contract work utilizing a graded approach to tailor processes and controls to meet the requirements of the category of work being performed (capital-like projects, operating projects, and general support projects (e.g., G&A)). Key elements of the PMCS are described below.

1.3.1 Contract Performance Baseline (CPB)

The CPB contains the total work scope (Target and Maximum work scope) defined in the contract and comprises the work scope, estimates, and cost and schedule plans developed for each subproject and is validated and approved by the DOE. The CPB covers the contract period of performance.

A key consideration in developing the CPB is the methodology for defining the Budgeted Cost of Work Scheduled (BCWS) and the Budgeted Cost of Work Performed (BCWP) for both Target and Maximum work scope. In the PMCS:

- All project scope cost estimates are in direct dollars (site overheads are treated as a subproject).
- All Target work scope is estimated in year of expenditure dollars.
- All Maximum work scope is estimated in FY 2006 dollars utilizing the same methodology used for estimating Target work scope.
- Maximum work scope is scheduled beyond FY06.

- Maximum work scope for operating (metric driven) and time-phased (milestone driven) activities contribute BCWP upon completion but do not contribute BCWS.
- Level of Effort and Capacity Based Schedule subprojects earn Target BCWP only.

1.3.2 Baseline Management and Control

The executed contract plus the approved EM CPB constitute DOE's authorization to perform work under the contract; funding is obligated and authorized annually. DOE approval is required for all changes to the CPB. To ensure that the integrity of the CPB is maintained, WSRC utilizes a hierarchical planning and budgeting structure. Each level within the structure is directly traceable to above levels in the hierarchy, and each level is subject to formal change control. Figure 1.3.2.1 defines the hierarchy of planning documentation containing the work scope, cost and schedule duration.

The Acquisition Strategy for the SRS EM clean-up contract scope is determined by the contract. Acquisition strategies for sub-projects and tasks with-in the contract scope will be determined in accordance with WSRC internal policies, procedures and practices so as to provide for maximum clean-up acceleration.

The CPB is at the top of the hierarchy from which all other planning and performance documentation flow. The Work Authorization/Execution Plan (WA/EP), next in the hierarchy, is the WSRC internal work authorization and control document, including the cost effective acceleration and execution of Maximum scope and is the basis for the EM Yearly Forecast Plan (YFP). The WA/EP covers the execution year plus three years and is updated regularly for DOE direction, formal changes during the execution year, accomplishments, and changes in priorities. By extending the planning beyond the contract period, WSRC has a sound basis for the out-year budget requests and the EM Life Cycle estimate that are prepared by WSRC and approved by DOE consistent with the EM Integrated Planning, Accountability, and Budgeting system (IPABS). The WA/EP is under formal WSRC change control. The EM YFP is derived directly from the WA/EP and is provided to DOE annually prior to the beginning of the execution year. Since the executed contract and the approved CPB constitute work authorization, the YFP is provided for information.

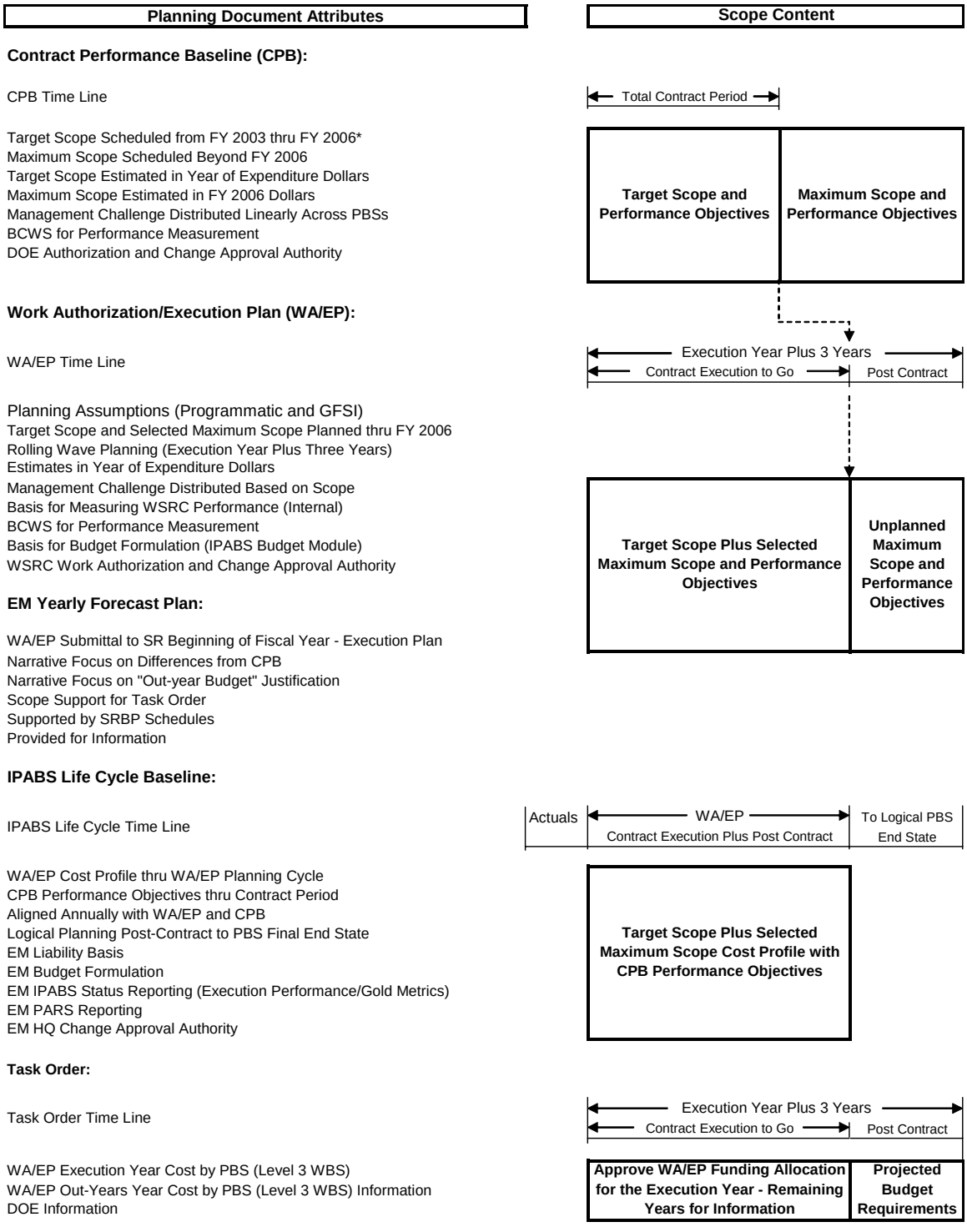
Next in the hierarchy are the IPABS life cycle baseline (Planning Module), the budget request (Budget Module) and performance reporting (Performance Execution Module). The IPABS scope, schedule, and performance metrics are consistent with the WA/EP while the cost profile is consistent with the YFP. This permits measurement of performance against the contract while ensuring that budget requests are consistent with how the work is to be performed. This approach also ensures that performance data in the Project Assessment and Reporting System (PARS) is consistent with performance

reporting against the contract. The IPABS data are under DOE control, consistent with IPABS requirements.

The EM Task Order identifies the planned expenditures during the execution year and for three out-years for planning purposes. The Task Order is provided to DOE, along with the YFP, for validation of scope and cost.

DOE has full access to the information contained in the WSRC PMCS. Upon request, WSRC will provide routine updates of progress, utilizing performance evaluation techniques tailored to the category of work being performed. These evaluations will follow the established site practices and meet the requirements of the Contract.

The CPB/WA/EP data flow chart is shown in Figure 1.3.2.2



* Selected Scope may be completed by November 2006

Figure 1.3.2.1 Hierarchy of Planning and Performance Measurement Documentation

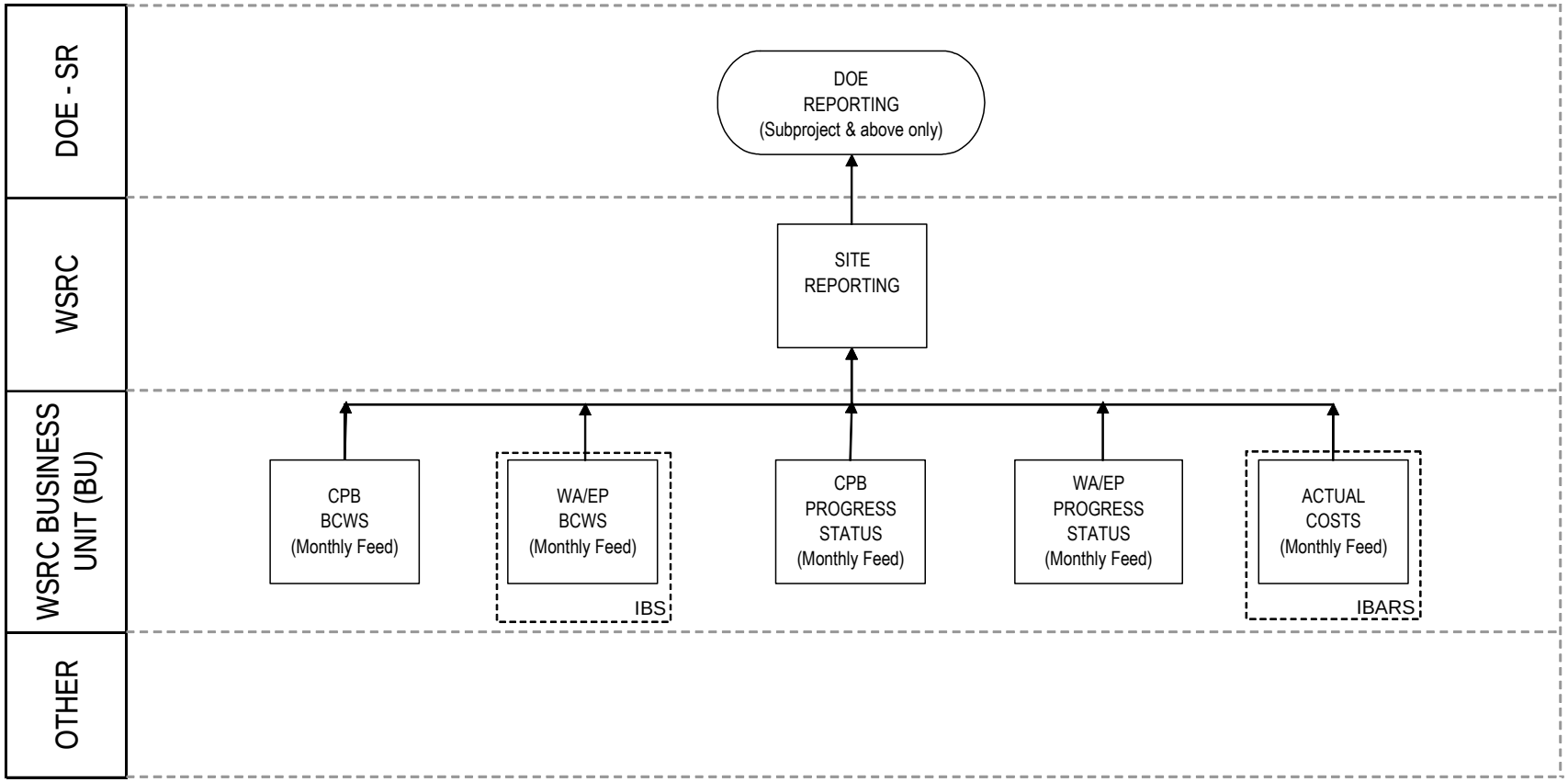


Figure 1.3.2.2 – CPB WA/EP Data Flow Chart

The PMCS is supported by the following software applications:

PRIMAVERA PROJECT PLANNER (P3): The EM Project schedule is prepared and maintained in Primavera Project Planner scheduling software. Following the work breakdown structure, the activities necessary for performance of the work are scheduled. Each schedule activity is logically related to other schedule activities so that a critical path for the subproject and project can be determined. The schedule includes key decisions, milestones, and Government Furnished Services and Items (GFSI). Schedules for all work to be done are developed in a hierarchy that allows traceability from the top level to the bottom levels of the Work Breakdown Structure (WBS).

INTEGRATED BUDGET SYSTEM (IBS): IBS is the budget system which provides the structure and tools utilized in pricing allocated resources against standard rate tables to produce and maintain the WA/EP. The IBS houses the models for both the task and organizational budgets. Baseline and budget changes are controlled and tracked in the IBS system via Change Control applications. All changes to the current fiscal year budget are fed monthly to the IBARS Task Budget tables and to the cost processor.

INTEGRATED BUDGET, ACCOUNTING & REPORTING SYSTEM (IBARS): The IBARS financial management system provides the structure and tools necessary to manage SRS current fiscal year financial activities, based on a defined set of business rules. It provides data integrity with the General Ledger as well as interfacing systems. Transactions are collected through various interfacing systems primarily by cost activity or organization codes and posted to the General Ledger in IBARS. IBARS provides monthly data to DOE's Management Analysis and Reporting System (MARS). IBARS provides managers and professionals with analytical reports summarizing fiscal year budget and actual costs by task and organization as well as control reports for the general ledger. IBARS provides actual costs to the cost processor and Standardized Tracking and Reporting System (STARS) on a monthly basis.

STANDARDIZED TRACKING AND REPORTING SYSTEM (STARS): This database is the primary tool used to monitor and manage fiscal year funding requirements. It contains the current fiscal year BCWS for the EM Closure Program from IBS, the Actual Costs of Work Performed (ACWP) from IBARS, and the project manager's assessment of the fiscal year estimate to complete. The STARS reports can be created for any level of the WBS, and contain data at the cost element level within cost activity code by organization. STARS data is reviewed and updated on a monthly cycle.

COST PROCESSOR: The cost processor is used to calculate the cost and schedule performance indices, cost and schedule variances, and perform Estimate at Completion (EAC) calculations. It is used on all capital line item projects and other subprojects as determined by project management. It is the integration point for the BCWS, ACWP, and progress data. The BCWS is consistent with IBS and the schedule baseline, and the

ACWP will be obtained from IBARS. Progress is reported by the project manager based on physical completion of the work. On those subprojects where it is used, the cost processor is the primary tool for assessing funding requirements over the contract performance period. The cost processor is updated and reviewed on a monthly cycle.

2.0 ORGANIZATION AND DIVISION OF WORK

Westinghouse Savannah River Company (WSRC) uses hierarchical coding structures to organize both the work and the resources. The work is organized through the use of a work breakdown structure, and the site resources are linked and traceable to both responsible and performing organizations. Through the use of these structures the plan, resources, and responsibility for accomplishing the work are clearly defined.

2.1 Work Definition

The Performance Evaluation and Measurement Plan (PEMP) sets forth the Environmental Management (EM) performance requirements that WSRC is expected to complete. For each Project Baseline Summary (PBS), the PEMP Statement of Work (SOW) describes both a Target work scope and a Maximum work scope at the end of the contract period. Both the Target and Maximum work scope represent a significant acceleration of the EM mission at the Savannah River Site.

The WSRC Work Breakdown Structure (WBS) has been modified for FY04 to reflect the new HQ directed PBS structure and the redefinition of the WSRC work scope. The FY04 and outyear EM work scope defined in the SOW has been captured in a single Level 2 WBS element, 1.30 EM Closure. The Table 2.1 below shows the realignment of the Level 2 WBS elements.

Table 2.1 Revision of WSRC Level 2 WBS Structure

WBS	WBS Description
1.03	Tritium
~~1.04~~	~~Nuclear Material Stabilization and Storage Program~~
~~1.05~~	~~High Level Waste~~
~~1.06~~	~~PED Program (EM)~~
1.07	Work For Others – DOE Complex
1.08	Work For Others – Non DOE
~~1.10~~	~~SRS Infrastructure~~
~~1.11~~	~~Solid Waste Management~~
~~1.12~~	~~Environmental Restoration~~
1.14	Office of Science & Technology
1.16	Waste Generator Set-Aside Fee Program
1.17	Other Funded Non-Work Accounts
~~1.21~~	~~Spent Fuel Storage Division~~
~~1.22~~	~~Facilities Disposition Program~~
1.24	Office of Security & Emergency Operations
1.25	NNSA
1.30	Environmental Management Closure Program
1.40	New Tritium Production Mission

2.2 Work Breakdown Structure (WBS)

The WSRC EM work scope is defined by the Department of Energy (DOE) by program in the PEMP SOW. Each of these programs is projectized in a separate Level 3 element within the 1.30 leg of the WBS. Site overheads and fee are allocated against the direct costs at the cost activity code level in accordance with accepted site procedures. Table 2.2 below shows the Level 3 WBS elements and PBS Structure within WBS 1.30 EM Closure. The Level 3 WBS should be PBS pure, but in certain situations there may be exceptions to accommodate specific requirements from DOE.

Since the PEMP requires that an earned value be determined for level of effort activities, including site overhead, as well as to the operational activities, an additional Level 3 element (1.30.99) has been added to the Contract Performance Baseline (CPB) WBS. The use of this WBS element is limited to the CPB for calculating Budgeted Cost of Work Performed (BCWP).

Table 2.2 Level 3 WBS elements within 1.30 EM Closure

WBS#	PBS#	WBS/PBS TITLE
1.30.01	SR-0011A	Nuclear Material Stabilization & Disposition – 2006 (LI-TPC)
1.30.02	SR-0011B	Nuclear Material Stabilization & Disposition – 2012
1.30.03	SR-0014C	Radioactive Liquid Waste Stabilization & Disposition
1.30.04	SR-0040	Nuclear Facilities D&D
1.30.12	SR-0030	Soil & Groundwater Remediation
1.30.14	SR-0011C	Nuclear Material Storage
1.30.15	SR-0012	Spent Nuclear Fuel Storage (Includes PBS DOE-HQ-0012X)
1.30.16	SR-0013	Solid Waste Stabilization & Disposition
1.30.98	N/A	Non-PBS Related (Pension Adjustment) – CPB Only
1.30.99	N/A	Non-PBS Related (ESS/G&A and Fee) – CPB Only

Below WBS Level 3, the scope of each PBS is further defined by area, subproject, and workset. The subproject is the primary focal point in the management and control of the work. Appendix C, *WBS Indenture Table for the SRS EM Closure Project*, depicts the PBS level of the WBS, and the subproject structure within each PBS. Within each subproject, the work may be further divided into worksets.

The WBS has been expanded to additional detail in selected areas to facilitate internal control. The lowest WBS element, the terminal element, will be supported by cost activity codes. These cost activity codes are utilized in the collection of actual costs and are unique to a given terminal WBS element.

The WBS is the management tool through which the work scope, the schedule for execution of the work, and the associated cost are integrated. The CPB, as validated by DOE, is defined by a work scope baseline, schedule baseline, and cost baseline. The integration of the cost and schedule baselines will provide the Budgeted Cost of Work Scheduled (BCWS) used to calculate the performance versus the CPB. (See Sections 3.2 and 3.4 for Fee Determination.)

2.3 WBS Dictionary

Each of the subprojects and worksets has been described by a WBS Summary Worksheet in the WBS dictionary. These worksheets describe the work scope to be accomplished, including the key planning assumptions, the major schedule parameters for execution of the work, milestone definitions (as appropriate), Government Furnished Services and Items (GFSI), and the basis for performance measurement.

2.4 Organization Breakdown Structure (OBS)

The site consists of five major organizations spanning the partnership of five companies. WSRC is the primary contractor, and is supported by Bechtel Savannah River Incorporated (BSRI), BXWT Savannah River, British Nuclear Fuels, Limited (BNFL), and CH2SRC. These partner companies were contracted for their expertise in various areas and have formed a seamless management and work execution team. In keeping with this philosophy, the Organization Breakdown Structure (OBS) applies across all the partner companies and provides for the assignment of responsibility for elements of the WBS. The summary level of organizational breakdown structure is represented in Figure 2.4. Appendix C shows a WBS Indenture Table.

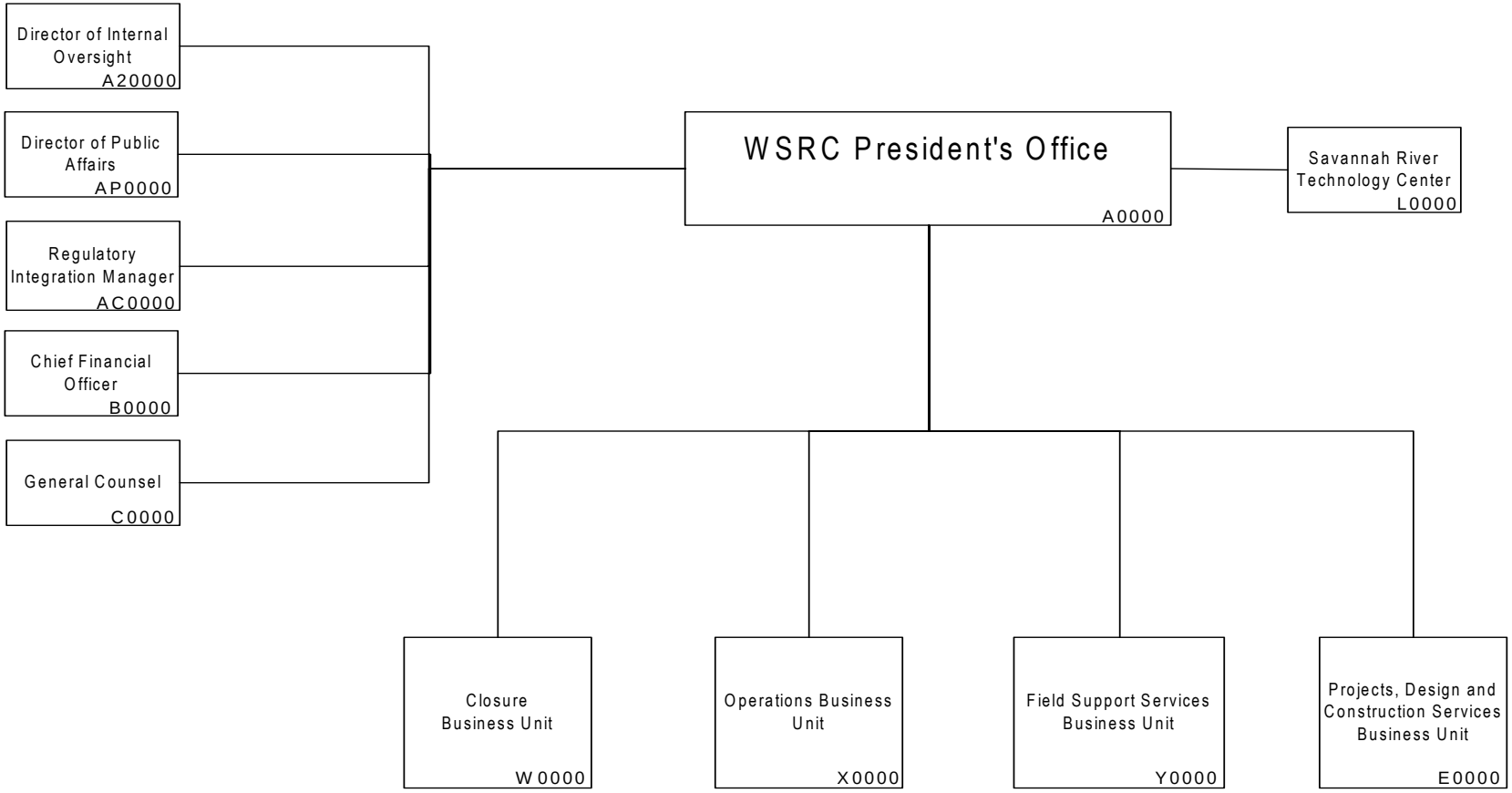


Figure 2.4 – WSRC Organizational Breakdown Structure (OBS)

4.0 WORK AUTHORIZATION AND EXECUTION

The contract incentivizes Westinghouse Savannah River Company (WSRC) to complete as much of the Target and Maximum work scope as possible. In support of this goal, WSRC's internal work plan includes the cost-effective accelerating and execution of Maximum work scope. This plan is an internal performance baseline called the Work Authorization/Execution Plan (WA/EP).

The Environmental Management (EM) Work and Funds Authorization and Control and Budget Formulation process is represented in Figure 4.0.1

4.1 Work Authorization/Execution Plan (WA/EP) Development

The Contract Performance Baseline (CPB) recognizes the estimate for performing the work scope that existed at the contract negotiations and which was subsequently validated. The CPB provides incentives for completing that work at significantly reduced costs. For contract performance measurement purposes, the total work scope estimate is equated to the contract funding by applying a pro rata reduction to develop the contract Budgeted Cost of Work Scheduled (BCWS) task values. The combination of the executed contract plus the validated CPB comprise DOE work authorization for the EM program portion of the contract. (Note: Specific local critical decisions for traditional projects, Soil and Groundwater Closure Project (SGCP) and new/other scope, may still be required.)

The contract, by providing incentives to accomplish significantly more work than is funded, protects the government’s interests with regard to value engineering. WSRC will internally apply several processes to assure that the most cost-effective approaches are employed. WSRC will utilize the Integrated Safety Management (ISM) philosophy, coupled with the systems engineering process where applicable to accomplish this.

The Work Authorization Execution Plan (WA/EP) reflects internal WSRC work objectives, regardless of funding source, including internal schedules for accelerating selected Maximum work scope and covers the execution year plus three years. The accelerated Maximum work scope tasks are selected based on criteria that includes risk, and cost critical path considerations. The WA/EP is the WSRC internal work authorization and control document and is the basis for the EM Yearly Forecast Plan (YFP) and the out-year budget request. The YFP is provided to DOE at the beginning of the fiscal year for information. The out-year budget request is prepared in Integrated Planning, Accountability, and Budgeting System (IPABS) and represents the planned scope for the

budget year in the YFP. The WSRC budget request is approved by DOE utilizing the IPABS budget approval process.

The WA/EP provides the internal basis for measurement of performance and accountability within WSRC. The WA/EP is an aggressive, accelerated combination of both Target and selected Maximum work scope, managed by utilizing project controls systems' methodologies that accurately reflect project status relative to this accelerated cost and schedule performance. These methodologies are incorporated in the policies and procedures defined in the *WSRC 6B Program Management Manual*.

The 6B Manual describes the internal work authorization process WSRC employs to control the work scope and optimize the use of funds. As the internal performance baseline, the WA/EP contains well-defined and documented work scope, schedule and budgeted costs at the workset level (the Work Breakdown Structure (WBS) level below Project Baseline Summary (PBS) subprojects) or lower. The workset cost baseline reflects a management challenge (MC) such that the total cost baseline equals the contract funding, less the anticipated fee (the CPB funding). Like the CPB, the WA/EP will be reported internally on only direct costs. Costs from the Level of Effort (LOE) subprojects (i.e., Operations Support, General and Administrative (G&A)/Essential Site Services (ESS)) will be reported separately.

WSRC will internally analyze the work scope and identify the optimum distribution of the management challenge across the subprojects based on the ability to succeed, management judgement, etc., i.e., the management challenge will differ in its application as compared to the CPB.

Subsequent to the initial development at the start of the FY04, the WA/EP is under rigid internal WSRC change control. Within the WA/EP, the subproject is the primary management focal point. Subproject performance is reviewed by WSRC senior management for performance against schedule objectives, issues, and cost performance against management challenge objectives. Actual costs are collected at the cost activity code level in Integrated Budget, Accounting & Reporting System (IBARS), which allows costs to be reported by subproject, PBS, and any level of the WBS, and are discernible by Budget and Report (B&R) code, direct, indirect including fee, and total cost.

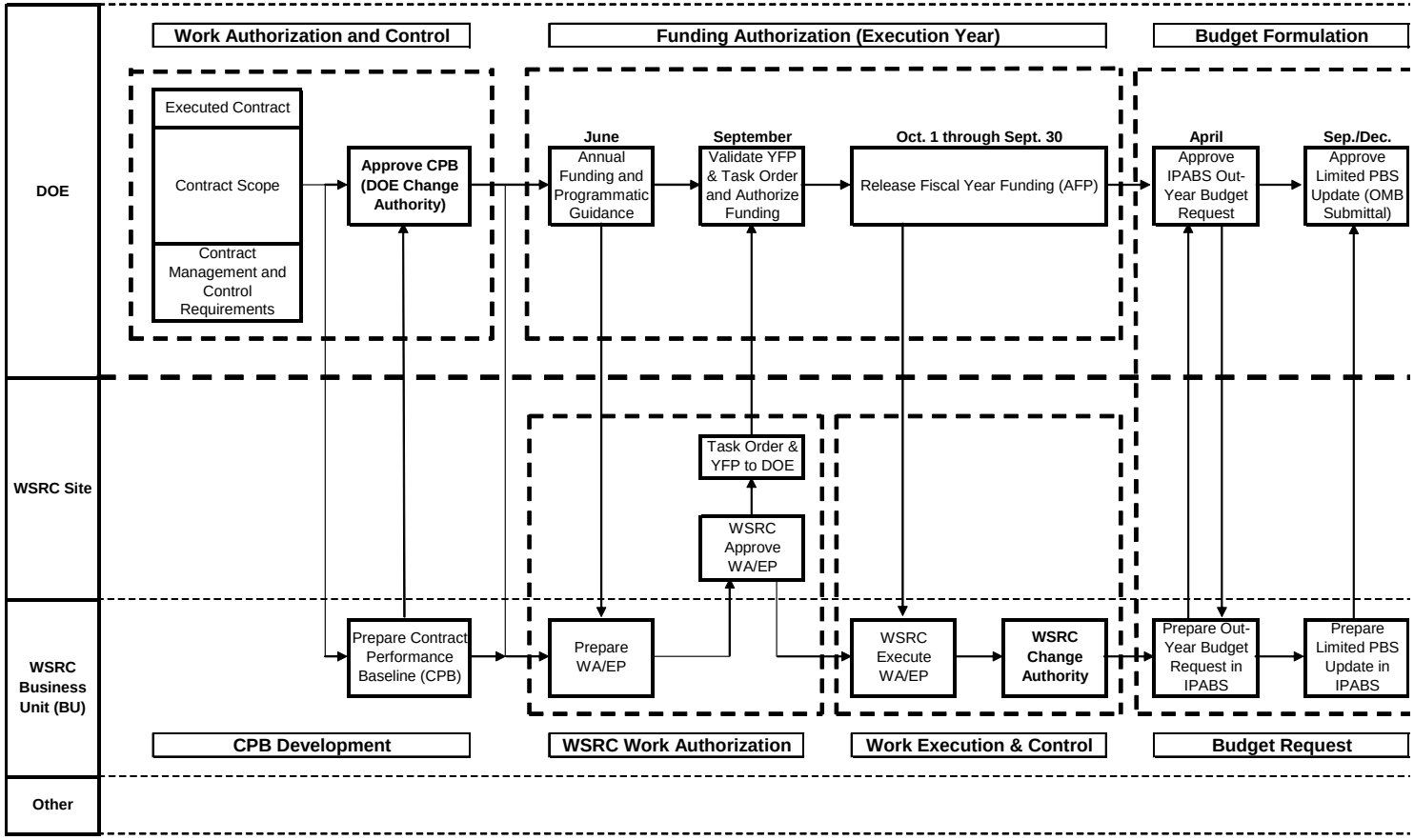


Figure 4.0.1 – EM Work/Funds Authorization and Control

WSRC prepares Estimates at Completion (EACs) based on performance and trends against the current WA/EP. These EACs are a thorough review of the full subproject work scope, cost, and schedule performance against baseline. They provide an updated cost projection for the fiscal year, the contract period, and the lifecycle data. The EACs are used to evaluate cost and work scope performance and are key to ensuring that the execution year B&R control points are not exceeded. The YFP is the basis of the budget and life cycle data supplied to the DOE's IPABS system and is backup detail for the EM Liability audit.

The WA/EP has several differences when compared to the CPB:

- In addition to the CPB work scope, the WA/EP incorporates additional work scope selected from the Maximum work scope activities.
- The WA/EP carries a higher management challenge to accommodate additional work scope within the contract funding ($BCWS_T$).
- The management challenge applied to a given subproject will be based on the characteristics of that subproject and management judgement, i.e., the management challenge will not be distributed pro rata among the WA/EP scope of activities.
- Certain Level of Effort (LOE) activities, which were included with direct activities for fee determination in the CPB, are identified separately in the WBS for the WA/EP Plan for greater management visibility.
- The period of performance for the CPB is 10/1/02 through the end of the contract, 11/30/06. The new EM work breakdown structure is employed effective 10/1/03, and the WA/EP Plan covers the period beginning 10/1/03 and covers the execution year plus three years.

While all PBS subprojects will consistently report performance in the areas of schedule, cost, work scope accomplishments, and issue status, the level of detail with which the various project controls tools are applied to the management of the subprojects is driven by the complexity of the project. In all cases the project controls system maintains the capability to provide the Total Estimated Cost (TEC), Total Project Cost (TPC), as applicable, and the contract's Estimate to Complete (ETC), and Estimate At Completion (EAC).

WSRC includes these tailored reporting requirements in subcontracts such that they are adequate to fairly evaluate performance in a cost-effective manner.

4.2 Risk and Opportunity Management

Through the fee terms of the contract, DOE has addressed the government's business and execution risks by creating incentives for WSRC to aggressively reduce the cost of

projects. Therefore, a major component of WSRC's cost reduction and containment program is the management of risk.

Risks on complex or high-risk projects are managed under a formal Risk Assessment Plan. Under this plan, risks are identified, evaluated for potential impact to cost, schedule, and work scope, and then the high risks are actively managed and mitigated.

The estimates for all the subprojects comprising the CPB have been subjected to the company's Risk and Opportunity management process. This process incorporates the following steps performed in a logical sequence – identification; quantification; handling; impact determination, reporting; and tracking. While these steps are all performed, the level of detail is tailored to the type of project.

Project risks are periodically assessed by the management team to identify potential critical cost, schedule, work scope, and technical areas of concern. Identified risks are mitigated by isolating identified high-risk areas for active management and visibility.

During the preparation of the semi-annual EACs, project risks will be updated and re-evaluated. At any time during the execution of a project, identified changes in risk will be incorporated to the current plan.

To address Project risks, contingency has been applied in accordance with standard estimating practices to those large DOE projects that are specifically covered by DOE Order 413.3; *Program and Project Management for the Acquisition of Capital Assets*, i.e., Capital Line Item subprojects and large cost projects, such as the Soil and Groundwater Remediation PBS and the F Area Deinventory/Deactivation subproject. The remainder of the operations PBS work contains no contingency budgets but rather has a substantial management challenge to reduce costs in order to complete the contracted work scope within the projected funding.

5.0 PROJECT REPORTING

Westinghouse Savannah River Company (WSRC) employs a cost effective, graded application of project controls system tools, emphasizing simplicity and maximizing a tailored approach. Upon request, WSRC shall provide the Department of Energy (DOE) Contracting Officer or designated authorized representatives access to any and all information and documents comprising the project controls and reporting system. The PEMP describes several reports to be provided to the DOE during the life of the contract. Performance and analysis data provided in these reports will generally be against the Contract Performance Baseline (CPB). In addition to the reports discussed below, WSRC will continue providing Department of Energy Savannah River Operations Office (DOE-SR) with an annual Savannah River Budget Plan (SRBP). WSRC will also utilize various internal reports to effectively manage and execute the work scope in the Work Authorization/Execution Plan (WA/EP).

5.1 Monthly Status Report

A monthly report will be prepared and submitted to the DOE on the status of each Project Baseline Summary (PBS). This report will contain:

- Status of the PBS relative to the CPB;
- PBS earned value for the month and cumulative to-date, consistent with the methodology utilized for presenting requests for performance progress fee;
- Schedule variance as reflected in the calculated cumulative Schedule Performance Index (SPI). For cumulative negative schedule variances greater than 10%, the analysis will detail the causes for variance, impact on other PBSs, and corrective action required;
- Actual costs as recorded in the site's financial system against the PBS budget baseline;
- Status of scheduled major milestones;
- Progress on the contractually identified performance measures associated with this PBS;
- Critical technical or programmatic issues; and
- Quarterly analysis of cause, impact, and corrective actions for any total project Estimate at Completion (EAC) variance greater than 10%.

The monthly report will provide all the data required to update the DOE's Integrated Planning, Accounting and Budgeting System's (IPABS) monthly Project Execution module.

5.2 Performance Metrics

WSRC provides monthly status on a set of complex-wide metrics – the "Gold Metrics". While not specifically addressed by the PEMP, this report will continue.

5.3 Semi-Annual Critical Analysis (SACA)

Twice each year (approximately every six months) a comprehensive review of the CPB by PBS will be prepared and submitted to the DOE. This review will critically analyze the overall status of the CPB as well as the key performance measures. The review shall include:

- Overall narrative summaries;
- Key accomplishments and near term objectives, a review of the performance measures, PBS internal and external performance issues and recovery plans as appropriate, and status of GFSI commitments;
- Schedule analysis including the critical path and schedule trends, and major milestones;
- Analysis of schedule performance (SPI) versus the contract baseline;
- Actual costs compared to current execution year funding;
- The latest EAC (total project) vs. outyear budget requests, lifecycle baseline, and the CPB;
- Discussion of status of critical manpower and other resources, as appropriate;
- Status of current and pending change control actions, and
- A review of the status of known and potential critical technical or programmatic issues.

5.4 Estimate at Completion (EAC)

The EAC for the PBS projects shall be evaluated at least semi-annually by subproject to incorporate trends in performance, emerging or resolved issues, and changes in the assessment of project risk. This evaluation will follow the established site practices for full project EACs and will be conducted on a schedule that supports budget planning. EACs will address the full work scope and schedule of the subproject during the period of the contract.

5.5 Yearly Forecast Plan (YFP)

WSRC shall prepare and submit to DOE for information a plan for the allocation of budget to each PBS for the upcoming fiscal year plus three years, based on an estimate of any budget/funding restrictions or specific technical or schedule guidance provided by

the DOE by June 30 of each year. This deliverable will be based on the latest Estimate to Complete (ETC) for the current WA/EP, plus an evaluation of the post contract periods such that it encompasses a four-year forward look. The submittal will include a discussion of any differences to the work activities described in the CPB for that specific year.

This forward looking financial plan utilizes the site's Integrated Budget System (IBS) software. This system:

- Documents the site's Work Breakdown Structure (WBS) structure;
- Provides the WBS task and organizational budgets;
- Develops the hourly labor planning rates; and
- Delivers the current year budget information to the Site's financial cost reporting system, the Integrated Budget and Reporting System (IBARS), at the terminal WBS level for comparison with actual costs as they are collected.

6.0 BASELINE CHANGE CONTROL

The integrity of the Project Management Control System (PMCS) and the assessment of contract performance are dependent on maintaining the validity of the Contract Performance Baseline (CPB) throughout the contract performance period. The change control process described in this section will be maintained consistent with the SR Management Plan for Planning, Budgeting, Work Authorization, and Control (SRM 130.2.1B). However, the WSRC contract with DOE is the controlling document. To ensure that the CPB remains valid, the PMCS includes procedures which provide for a timely, formal, and documented process that:

- Defines conditions under which the CPB may be changed in a controlled manner;
- Identifies the controlling authority for CPB changes, based on formal thresholds and limits of authority;
- Provides traceability of changes between the CPB, Life Cycle Baseline in the Integrated Performance, Accountability, and Budgeting System (IPABS), and the WA/EP;
- Accommodates emergency changes;
- Prohibits retroactive changes (except for correction of administrative errors); and
- Maintains a record log of all proposed Baseline Change Proposal (BCP) actions in process and approved.

Current year Estimate to Complete (ETC) tracks and manages changes in funding requirements to ensure that the project execution cost does not exceed Congressional Base Table controls. The ETC does not, in and of itself, result in a Baseline Change Proposal.

6.1 Contract Performance Baseline

The approved CPB is the source document for all project controls and baseline change management. The work scope, schedule, and specific performance measures are defined in the contract and the estimated cost is developed by WSRC and validated by DOE prior to the execution of the work scope. DOE retains ownership of all CPB Change Control Board records and project management records throughout the contract period. Changes to the CPB may be proposed, via BCPs, by WSRC when:

- DOE provides formal direction deemed to be outside the work scope of the contract;
- Government Furnished Services and Items (GFSI) are provided on a schedule that is inconsistent with contractual agreements and impact project execution;
- Annual funding materially deviates from the contractually agreed-to funding profile ;

- Conditions/events outside WSRC's control (e.g., pension contributions, escalation, etc) have a material impact on completing the work scope as specified under the contract;
- Any changes to the Project Baseline Summary (PBS) structure or realignment of PBS work scope are required; or
- Changes that realign work scope between Project Baseline Summaries (PBS) or subprojects that affect the subproject performance measurement BCWS.

When WSRC identified CPB work scope that it believes will not be completed by the end of the contract either due to the lack of resources or time, DOE will be notified. DOE may choose to do one of the following:

- Take no action,
- Negotiate subdivided or interim milestones to incentivize WSRC to complete some work on the task, or
- Negotiate with WSRC to determine replacement work scope.

Any changes to the CPB will be documented by BCP. Any changes to the WSRC execution plan that do not impact the CPB will be managed consistent with Section 6.3.

Changes to the CPB require DOE Contracting Officer (CO) approval. The CPB is changed only after the parties have negotiated an equitable adjustment in accordance with the contract, and WSRC has been formally notified by the CO that the proposed change has been approved.

The change control process flow for the CPB is depicted in Figure 6.1.

6.2 Contract Issues Notice/Contract Variance

WSRC tracks, communicates, and dispositions contract issues and opportunities that have the potential for impacting the CPB, using a formal process comprising Contract Issues Notices (CIN) and Contract Variance Agreements (CVA).

Contract Issues/Opportunities are identified and tracked as Contract Issue Notices, as they become known (early warning) to provide management visibility for taking action. Issue/Opportunities result from but not limited to:

- Project trends (either positive or negative) that have potential for impacting the CPB
- DOE direction to perform work that is, in WSRC management opinion, outside the Contract Performance Baseline – Requires a 5-day WSRC response
- Deviation from contract Government Furnished Services and Items (GFSI)
- New or changes to existing regulations, standards, or DOE

- Changes in the business climate from what was assumed in the contract (e.g., inflation

Contract Variance Agreement (CVA) results from issues or opportunities that have risen to a status that requires formal action in order to execute the contract scope. Disposition of the CVA by DOE-SR should occur within 30 calendar days of receipt. Key attributes/limitations for the CVA include:

- Expedited agreement between WSRC and DOE that an issue does in fact impact the CPB
- Cumulative dollar value constrained to $50 million in FY 2004, $25 million in FY 2005, must be closed out during the first six months of FY 2006 unless otherwise agreed to by WSRC and the DOE-SR Contracting Officer.

DOE-SR Contracting Officer disposition of the CVA request is expected to result in:

- Agreement and approval of technical scope changes (additions and/or deletions) as delineated in the CVA
- Agreement on explicit changes to the CPB (Bluelines, worksheets, milestone definition sheets, P3 schedule, etc.)
- Agreement on Performance Measurement (Milestone, Metric or LOE)
- Agreement on gate impacts
- Agreement on earnable contract BCWP (Estimated cost)
- Disagreement that the CPB is impacted

Close Out of a CVA and/or modification of the fee payment schedule may only be done by DOE approval of a Baseline Change Proposal (BCP) to the Contract Performance Baseline.

6.3 EM Life Cycle Baseline

The EM Life Cycle Baseline in IPABS contains the WA/EP Target work scope, schedule, and metrics (Gold Metrics), and the YFP funding requirements through the WA/EP planning period to ensure that the requested budget is consistent with the expected contract execution. Beyond the WA/EP planning period the EM Life Cycle Baseline is representative of the accelerated EM completion resulting from the contract agreements.

The EM Life Cycle Baseline is evaluated annually, as a minimum, to determine what changes are required to maintain the Life Cycle Baseline consistent with the CPB, actual work accomplished, and the WA/EP. Change requests to the EM Life Cycle Baseline are processed consistent with the IPABS change control requirements.

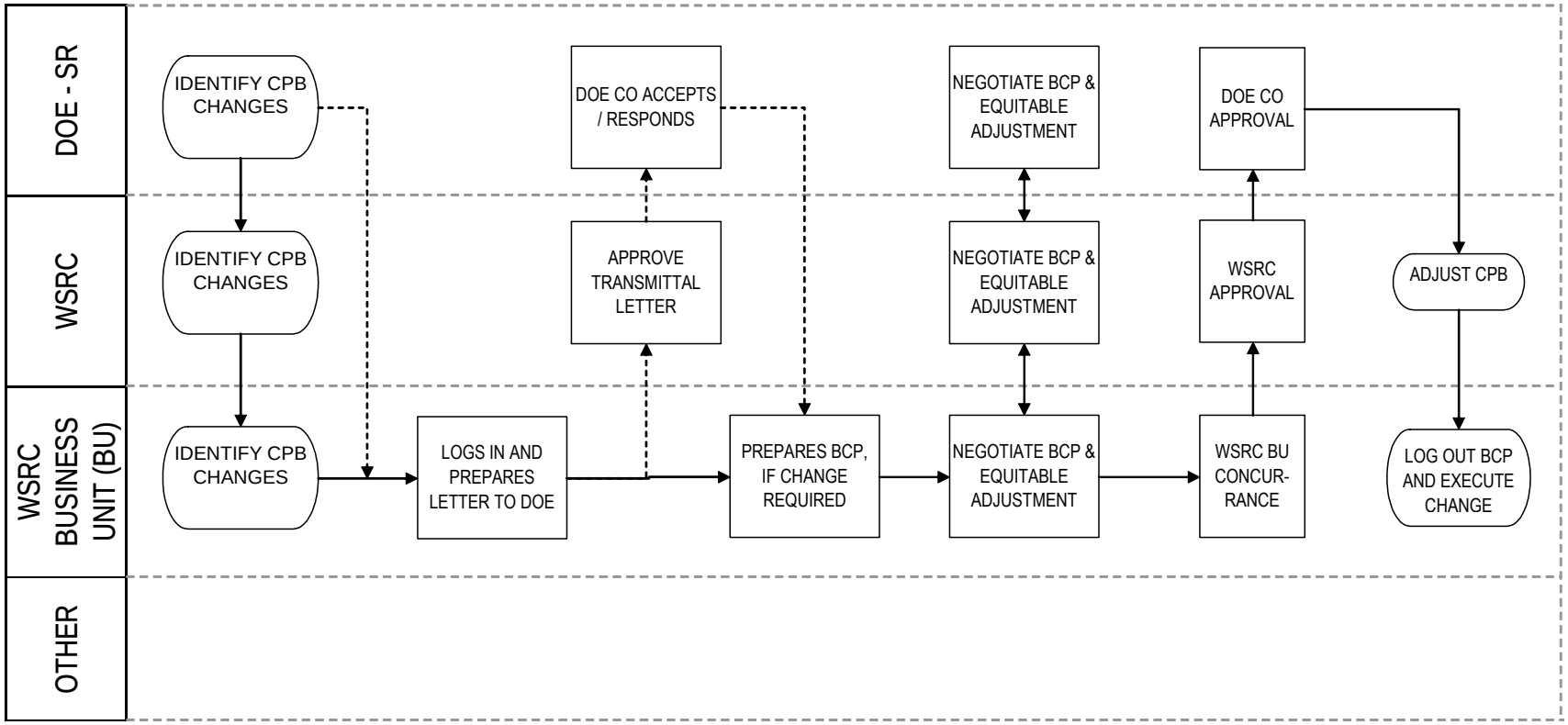


Figure 6.1 - CPB Change Control Process Flow Diagram

6.4 WA/EP and Yearly Forecast Plan (YFP)

WSRC will make every effort to exceed the performance of contract Target work scope by accomplishing additional Maximum work scope through the contract period. As funding is identified, WSRC senior management will screen and authorize acceleration of Maximum scope tasks. This screening process includes an evaluation of risk, the cost critical path, and other factors. The WA/EP is based on the latest information relative to the work scope planned to be completed and the estimated cost of that work scope. The WA/EP reflects the latest approved project EAC for WSRC's internal performance baseline. For information and use in preparing budget requests beyond the contract period, the WA/EP is updated on a rolling wave basis to reflect the expected work scope to be performed beyond the contract period.

Upon WSRC approval, the WA/EP represents the WSRC's best judgement as to where the budget will be applied, and reflects the funding and programmatic guidance provided by the DOE by the end of June of each year. As budget needs evolve during the year, WSRC documents any redistribution of budget through formal budget changes to affected WBS elements, utilizing the WSRC change control process. Changes to the WA/EP that do not impact the CPB are dispositioned via WSRC procedures and based on defined thresholds and constraints. The internal WSRC constraints are documented and the change process is defined by procedure.

Conversely, approved changes to the CPB are incorporated into the WA/EP in a timely fashion and consistent with the approved CPB change.

The contractually required EM Yearly Forecast Plan (YFP) is prepared from the WA/EP. The narratives focus on annual differences from the CPB (e.g., acceleration of CPB work scope, schedule, and performance objectives) and the justification for the outyear budget needs. The YFP is provided to DOE-SR for information at the beginning of the fiscal execution year. The planning approach defined in the YFP is considered approved unless DOE-SR provides formal direction to the contrary.

6.5 WSRC Change Authority

WSRC dispositions changes to work scope, schedule, cost, and metrics through hierarchical change control boards. Any changes impacting the CPB, regardless of the cost level, require DOE Contracting Officer (CO) approval, and will be forwarded for negotiation and approval following disposition by the WSRC change authority.

The Change Board hierarchy comprises the following levels of authority:

- WSRC Change Control Board (CCB) dispositions any changes that require DOE approval. This board also determines the work scope to be addressed in the internal performance baseline. The WSRC CCB consists of a chairman who has the authority to act on behalf of WSRC and members designated by the President. The board also is assisted by subject matter experts on an as needed basis.
- The Business Unit (Closure, Operations, or Field Support Services) CCB's disposition changes that do not affect the WSRC approved WA/EP work scope or the CPB. In addition, the Business Unit CCBs validate all changes that require approval of the WSRC CCB.
- Area Project CCBs disposition internal project execution changes that do not affect the WSRC approved WA/EP, other "areas" within the Business Unit, or the CPB.

All BCP's are recorded in a change control log that clearly identifies the change status and distinguishes impacts to organizational budgets and the performance baseline.

6.6 Emergency/Urgent Changes

The WSRC change control system utilizes two special types of changes to handle non-standard changes that may or may not have an impact on the CPB:

- An Emergency Change Notice (ECN) is used to define the cause and actions that must be taken immediately to minimize risk on health, safety, environment, security, or government property. The ECN is prepared in parallel with corrective action and is used to formally notify DOE of the upset event and of the corrective action. For ECNs, the funding source to cover the corrective action need not be identified on the ECN.
- A Provisional Authorization Request (PAR) is used in instances when work needs to be initiated as quickly as possible to minimize impacts to approved clean up acceleration objectives or to take advantage of programmatic windows of opportunity. For a PAR, funding must be identified for the work scope that is to be performed for the duration of the PAR.

Follow-up formal BCPs are required for both ECNs and PARs to fully define impacts on the CPB. The follow-up BCPs are processed consistent with the guidance in this section and approved by DOE.

6.7 Equitable Adjustment

DOE or WSRC may be entitled to an Equitable Adjustment (EA) when certain changes (guidance provided in the PEMP) occur that have a material impact on contract requirements. All EAs are negotiated between DOE and WSRC and approved by the appropriate change authority and the DOE Contracting Officer.

6.8 DOE Office of Environmental Management Configuration Control

The DOE HQ Office of Environmental Management Configuration Control Board (CCB) has placed the following program elements and documents under formal configuration control.

A. Performance Management Plan
B. Cleanup End States/End Points
C. EM Corporate Performance Metrics (Gold Chart)
D. Performance Measures/Performance Incentives
E. Annual Baseline Cost
F. Life-cycle Cost
G. Project Baseline Summary Structure
H. WIPP Transportation Baseline

Any changes to the Contract Performance Baseline, Environmental Management Life-cycle Baseline or Work Authorization/Execution Plan that result in a change to any one of the above program elements and documents requires either notification or approval by the CCB. Notification is required when the cost goes down, the schedule is accelerated, or when work scope is eliminated and does not appear anywhere else in the EM project. Approval is required for any and all other proposed changes to the baseline.

The requirements for the DOE HQ EM configuration control are outlined in EM's Standard Operating Policy and Procedure RM 1.1 dated December 17, 2002. Changes requiring approval are to be submitted utilizing the Baseline Change Proposal (BCP) form provided in the policy and procedure document.

7.0 FUNDS MANAGEMENT & ACCOUNTING

7.1 Funds Management

Financial guidelines are developed and implemented covering the collection, monitoring and reporting of data on the authorization, obligation, commitment, and expenditure (actual and forecasted) of funds and budget by type of fund, and Budget and Reporting (B&R) control points. These internal guidelines are consistent with the DOE guidance provided by June 30th of each year. Funds and budgets are closely monitored to prevent exceeding authorized limits and to avoid exceeding available funding.

Funds management data (both actual and forecasted costs, commitments, and projected funds available to the contract) are integrated with the performance measurement and accounting systems generally at the cost control level. The total funds required estimate is the sum of actual and accrued costs to date and the Estimate to Complete costs (including outstanding commitments) for the remainder of the appropriation period.

Evaluations of fiscal year end spending forecasts, as developed through analysis of past performance trends and projections of future expenditures, ensure providing early warnings when obligated funding limits may be exceeded. Appropriate management actions are taken to remain within the current authorization or acquire additional funds if these cost estimates indicate an overrun. Periodic analysis of uncosted and uncosted/unencumbered obligation balances is required to ensure proper funds management and avoid exceeding available funding. Baseline changes resulting from these situations are managed in accordance with the WSRC Change Control Process.

The impact of all work scope and schedule changes is evaluated against the budget and availability of funds. Conversely, the impact of changes to the amount of available funds is assessed against required funds to accomplish the acceleration of work scope and schedule.

The funds management analysis/report, provided by the Chief Financial Officer (CFO) Planning and Budget section (working with the Controller organizations), compares the sum of Fiscal Year To Date (FYTD) costs, remaining fiscal year estimates to complete, and encumbrances estimate to the forecast obligation for each Budget and Reporting (B&R) control point. The obligation forecast is compared to the planned fiscal year obligation expected from DOE to determine the uncosted and uncosted/unencumbered obligation balance by B&R control point.

Funds management reports will also distinguish funds by funding type, (i.e., operation, capital equipment, capital General Plant Project (GPP) and capital line item) and DOE B&R.

7.2 Accounting

WSRC is committed to the practice of financial stewardship regarding the funds entrusted to it under Contract Modification M120. WSRC maintains an accounting system that provides meaningful and accurate financial information. Efficient, sound management principles are applied to budgeting, distribution, recording, and reporting financial information concerning WSRC's resources and the results achieved through their use.

The WSRC commitment to financial stewardship and its accounting system is based on generally accepted accounting principles and cost accounting standards which comply with Department of Energy regulations and requirements as set forth in the Financial Management Standards Manual (WSRC-IM-92-113). This commitment includes:

- Budget development guidelines and procedures;
- Budget execution guidelines and procedures; and
- An accounting system that is fully capable of providing:
  - The financial condition of WSRC;
  - The financial results of operations at WSRC;
  - Continuity of financial practices and reporting;
  - Fair and full disclosure of financial data;
  - Assurance of the financial integrity of WSRC; and
  - Control of the financial assets of Savannah River Site (SRS)

The WSRC accounting system provides:

- Timely reporting on a routine basis;
- Actual costs are accrued and recorded during the period the work is performed;
- Data are summarized through the WBS and Organization hierarchy; and
- Variance analysis by price or usage, and full accountability exists for all expenditures.

The above actions are accomplished by:

Actual Costs Collection - The accounting system collects, identifies, and records Actual Costs of Work Performed (ACWP) in a manner consistent with the way the work scope is planned in the WA/EP. Actual costs are reported to DOE-SR at the PBS level against the work scope accomplished.

Adjustments/Transfers – In order to maintain reporting integrity, the retroactive change of accounting records is not allowed. To correct mischarges, rate adjustments, and accounting errors, current month corrections are made. Accounting adjustments and cost

transfers from one charge code to another must be approved by the cognizant Controller organization and processed by CFO Accounting in accordance with formal procedures.

Charge Code Structure - Actual costs are recorded and reported so that the responsible manager can identify and validate the costs for the work scope performed assigned to the proper WBS element, the organization or subcontractor performing the work, and the type of costs incurred.

Classification of Costs - The Chief Financial Officer (CFO) Capital Accounting organization, in conjunction with the Controllers organizations, establishes the criteria and methodology for making determinations for capital versus operating expense, Total Project Cost (TPC) and Total Estimated Costs (TEC) and whether expenditures are direct or indirect.

Direct Cost Accumulation - Direct labor charges from WSRC personnel are incurred when approved labor distribution time records entered into the Time and Attendance Collection System (TACS) are processed through the Consolidated Labor System (CLS). Other WSRC direct costs are captured from source systems or documents such as purchase orders and travel expenses. All direct costs are collected through a cost activity code or an organization code identifier.

Site Overhead - Site indirect costs are those costs that benefit the site as a whole and are not identified to a specific WBS work scope. They are accumulated within an organization coding structure and have associated budget and performance goals. The most common indirect cost being corporate administration functions such as General & Administrative (G&A) and Essential Site Services (ESS) expenses. These indirect costs are allocated via a rate to a direct task.

Appendix A – Acronyms and Glossary

Acronyms List

ACRONYM	
ACWP	Actual Costs of Work Performed
B&R	Budget and Report
BCP	Baseline Change Proposal
BCWP	Budgeted Cost of Work Performed
BCWS	Budgeted Cost of Work Scheduled
BNFL	British Nuclear Fuels, Ltd.
BSRI	Bechtel Savannah River Incorporated
BU	Business Unit
BXWT-SR	BXWT Savannah River
CCB (WSRC)	Change Control Board
CCB (DOE-HQ/EM)	Configuration Control Board
CD	Critical Decision
CFO	Chief Financial Officer
CLS	Consolidated Labor System
CO	Contracting Officer
CPB	Contract Performance Baseline
D&D	Deactivation and Decommissioning
DOE	Department Of Energy
DOE-SR	Department of Energy – Savannah River
EA	Equitable Adjustment
EAC	Estimate at Completion
ECN	Emergency Change Notice
EIR	External Independent Review
EM	Environmental Management
ESS	Essential Site Services
ETC	Estimate to Complete
FYP	Fiscal Year Plan
FYTD	Fiscal Year to Date
G&A	General and Administrative
GFSI	Government Furnished Services and Items
GPP	General Plant Project
IBARS	Integrated Budget, Accounting & Reporting System
IBS	Integrated Budget System
IPABS-IS	Integrated Planning, Accountability, and Budgeting System Information Systems (IPABS-IS)
IPABS	Integrated Planning, Accountability, and Budgeting System

ACRONYM	
ISM	Integrated Safety Management
LOE	Level of Effort
MARS	Management Analysis and Reporting System
MC	Management Challenge
MCS	Management Control System
NNSA	National Nuclear Security Administration
OBS	Organization Breakdown Structure
PAR	Provisional Authorization Request
PARS	Project Assessment and Reporting System
PBS	Project Baseline Summary
PBWAC	Planning, Budgeting, Work Authorization and Control
PEMP	Performance Evaluation and Measurement Plan
PEMR	Project Execution Management Report
PMCS	Project Management Control System
PMS	Performance Measurement System
SACA	Semi-Annual Critical Analysis
SGCP	Soil and Groundwater Closure Project
SOW	Statement of Work
SPI	Schedule Performance Index
SRBP	Savannah River Budget Plan
SRS	Savannah River Site
STARS	Standardized Tracking and Reporting System
STI	Scientific and Technical Information
SV	Schedule Variance
TACS	Time and Attendance Collection System
TEC	Total Estimated Costs
TPB	Target Performance Baseline
TPC	Total Project Cost
TRU	Transuranic
TVIS	Task Validation and Invoicing System
WA/EP	Work Authorization/Execution Plan
WAPB	Work Authorization Performance Baseline
WBS	Work Breakdown Structure
WSRC	Westinghouse Savannah River Company
YFP	Yearly Forecast Plan

Glossary

TERM	DEFINITION
Budgeted Cost of Work Scheduled (BCWS)	The sum of the approved cost estimates for activities (or portions of activities scheduled to be performed during a given period (usually project to date).
Budgeted Cost of Work Performed (BCWP)	The sum of the approved cost estimates for activities (or portions of activities) completed during a given period. BCWP is the value of work performed, or "earned", that is, the BCWS for the scope of work completed. The BCWP is called the earned value.
Contract Performance Baseline (CPB)	The Contract Performance Baseline is comprised of Target Scope of Work to be accomplished by 9/30/06 or by 11/30/06, (as defined in the PEMP) and the Maximum Contract Scope of Work. The schedule and funding identified in the PEMP are both fixed. The PEMP scope of work includes Target Scope of Work (requirements that represent the expected end-state) plus the Maximum Scope of Work (objectives that represent the Government's desired end-state at the conclusion of the contract). CPB = TPB + Maximum Scope of Work
Maximum Scope of Work	The Maximum Scope of Work represents the Government's desired end-state at the conclusion of the contract. An incremental Scope of work over and above the Target Scope of Work. The elements of the Maximum Scope of Work will be executed within the Maximum Cost amount ($4.4M) Maximum Scope of Work = $BCWS_M$
Schedule Performance Index (SPI)	$SPI = \frac{BCWP}{BCWS}$ For purposes of Contract M120, SPI shall be calculated as follows for the purposes of fee determination: $SPI = \frac{BCWP_T + BCWP_M}{BCWS_T}$

TERM	DEFINITION
Target Performance Baseline (TPB)	The scope, schedule and funding associated with the agreed to "Target" Scope of Work as identified in the PEMP.
Target Scope of Work	The Scope of Work to be accomplished by 9/30/06 or by 11/30/06, representing the requirements that represent the expected end-state. Target Scope of Work = $BCWS_T$
Work Authorization/ Execution Plan (WA/EP)	The WA/EP includes both funded target and unfunded maximum scope of work (per authorized change controls) scheduled to be performed during the course of the contract. The WA/EP is the Basis for WSRC Internal Work Authorization and Internal Performance Measurement Baseline, consisting of Target and internally authorized Max Scope of work scheduled for the contract period. Budget, Scope and Schedule for the WA/EP will be well defined and documented, at a minimum at the workset level. The workset budgets will be based on the distribution of increased Management Challenge (MC) so that total workset budget = funding, less projected fee (to match the Contract Performance Baseline funding)
Workset	In the work breakdown structure, workset is the next level beneath the subproject. In subprojects with multiple methods of earning BCWS, the worksets, which are typically homogenous with regard to earning method, are the level at which progress is measured and the BCWP calculated.

Appendix B
Cross-Reference of DOE Contract Proposal
Project Controls Systems and Reporting Requirements
To PMCS Description

	Clause	Requirement	System Description
1	PEMP 7.1 Project Control System (a)	The contractor shall propose a project structure that achieves safe and accelerated clean-up in the most cost-effective manner.	Executive Summary, 2.0
2	PEMP 7.1 Project Control System (a)	The contractor shall establish, maintain and use a project control system that accurately reflects project status relative to cost and schedule performance…..	Executive Summary, 3.0, 5.0
3	PEMP 7.1 Project Control System (a)	……..and tracks changes to the baseline….	Executive Summary, 3.3, 6.0, 6.1
4	PEMP 7.1 Project Control System (a)	This system shall be integrated with financial accounting systems to ensure consistent reporting of costs …	Executive Summary, 1.1, 2.0, 5.0
5	PEMP 7.1 Project Control System (a)	The contractor shall maintain a project control system in accordance with the following requirements: (1) Where applicable to requirements as issued on October 13, 2000, DOE Order 413.3, Program and Project Management for the Acquisition of Capital Assets;	1.2, 3.2, 3.3, 4.2
6	PEMP 7.1 Project Control System (a)	(2) IPABS-IS, Integrated Planning, Accountability, and Budgeting System Information Systems Data Requirements, December 18, 2000.	1.2, 1.3.2, 6.2
7	PEMP 7.1 Project Control System (a)	(3) Integrated Planning, Accountability, and Budgeting System (IPABS) Handbook, February 16, 1999;	1.2, 1.3.2
8	PEMP 7.1 Project Control System (a)	(4) HQ Baseline Change Control guidance per EM-1's (Jessie Roberson) letters of December 19, 2002,….	1.2, 6.0
9	PEMP 7.1 Project Control System (a)	…and February 6, 2003	1.2

Appendix B
Cross-Reference of DOE Contract Proposal
Project Controls Systems and Reporting Requirements
To PMCS Description

	Clause	Requirement	System Description
10	PEMP 7.1 Project Control System (a)	The Contract Performance Baseline is defined within the following parameters: (5)(i) The cost shall reflect the Target Cost of $4.46 billion (this does not include target fee)	3.0
11	PEMP 7.1 Project Control System (a)	(5)(ii) The schedule is bounded by the incentive completion data of November 30, 2006,	3.0
12	PEMP 7.1 Project Control System (a)	(5)(iii) The scope includes all scope in the Target site condition plus the incremental scope to achieve the Maximum site condition.	3.0, 6.4
13	PEMP 7.1 Project Control System (a)	(5)(iv) The Contract Performance Baseline will serve as the basis for the contractor's portion of the EM Lifecycle Baseline through the contract period	1.3.2, 3.0, 6.1
14	PEMP 7.1 Project Control System (a)	(5)(v) Earned value calculations are based on the physical completion of work and measured against the Target site condition.	3.2, 3.4
15	PEMP 7.1 Project Control System (b)	The contractor shall ensure the project control system employs a cost effective, graded application of controls.	Executive Summary, 1.3
16	PEMP 7.1 Project Control System (b)	The existing project control system will be used and modified, as necessary, to achieve compliance with the requirements of the contract as established in this section.	1.1, 1.3
17	PEMP 7.1 Project Control System (b)	The contractor shall submit a description of the Project Management System within 60 calendar days after execution of this contract modification.	Executive Summary, 3.0
18	PEMP 7.1 Project Control System (b)	A description of DOE Order 413.3 implementation approach shall be included in this submittal	Letter: WSR-2003-00114 1.1

Appendix B
Cross-Reference of DOE Contract Proposal
Project Controls Systems and Reporting Requirements
To PMCS Description

	Clause	Requirement	System Description
19	PEMP 7.2 Baseline Development and Cost Collection (a)	The contractor shall develop and submit a draft Contract Performance Baseline consistent with the terms and conditions of this contract with in 60 calendar days after execution of this contract modification.	CPB Validation Submittal, 3.0
20	PEMP 7.2 Baseline Development and Cost Collection (a)	The annual scope will be aligned to the annual funding limits described in Part 1 of the PEMP.	1.3.2, 5.5, 6.4
21	PEMP 7.2 Baseline Development and Cost Collection (a)	The Contract Performance Baseline shall also include all work scope to be completed through the Maximum Site condition case….	3.0, 6.6
22	PEMP 7.2 Baseline Development and Cost Collection (a)	…and shall include schedule and cost Budgeted Cost of Work Scheduled (BCWS) consistent with the methodology used for the development of the baseline at target condition	3.1, 3.2
23	PEMP 7.2 Baseline Development and Cost Collection (a)	The baseline will be developed such that work scope required to achieve the Target site condition will be completed by November 30, 2006. (Note: Selected work scope has been identified for completion by September 30, 2006.)	1.3.1, 3.0
24	PEMP 7.2 Baseline Development and Cost Collection (a)	The increment of work between the Target site condition and the Maximum site condition may be scheduled for completion beyond the contract term.	3.0, 3.1

Appendix B
Cross-Reference of DOE Contract Proposal
Project Controls Systems and Reporting Requirements
To PMCS Description

	Clause	Requirement	System Description
25	PEMP 7.2 Baseline Development and Cost Collection (a)	Contract Performance Baseline submittal will include a description of how physical completion of work (earned value) will be measured, based on the specific nature of the work being performed	3.2
26	PEMP 7.2 Baseline Development and Cost Collection (a)	Earned value will be given to all EM work covered by the contract…	3.2
27	PEMP 7.2 Baseline Development and Cost Collection (a)	…and EM Clean-Up Incentive based upon the budgeted cost of the work, including level of effort activities (which shall include indirect site overhead activities and limited functions within operational activities, as appropriate.)	3.2
28	PEMP 7.2 Baseline Development and Cost Collection (a)	The Contract Performance Baseline will be developed for Case A and Case B as described in sub-section 4.2.1 and 6.0 of paragraph 10 EM Closure Incentive Statement of Work of Part II of III of the PEMP.	3.0
29	PEMP 7.2 Baseline Development and Cost Collection (b)	The EM Contract Performance Baseline will be reviewed and approved by the DOE. This review will include reviewer(s) outside of the Department and thereby satisfy DOE Order 413.3 requirements for External Independent Review (EIR).	1.3.2, 3.3
30	PEMP 7.2 Baseline Development and Cost Collection (b)	Execution of this contract modification and approval of the Contract Performance Baseline will constitute CD-3 approval per DOE Order 413.3.	3.3

Appendix B
Cross-Reference of DOE Contract Proposal
Project Controls Systems and Reporting Requirements
To PMCS Description

	Clause	Requirement	System Description
31	PEMP 7.2 Baseline Development and Cost Collection (c)	Cost estimates shall be integrated with the WBS where applicable and use estimating methodologies consistent with Order 413.3	Executive Summary, 1.2
32	PEMP 7.2 Baseline Development and Cost Collection (c)	Costs shall be discernable by Budget and Report (B&R) code, direct, indirect (including fee)	4.1
33	PEMP 7.2 Baseline Development and Cost Collection (c)	The project control system must maintain capability to provide - Total Estimated Cost (TEC) - Total Project Cost (TPC) - Estimates-to-Complete (ETC) - Estimates-at-Completion (EAC)	4.1, 5.1, 5.3, 5.4
34	PEMP 7.2 Baseline Development and Cost Collection (d)	All EM work scope shall be included regardless of funding source	4.1
35	PEMP 7.2 Baseline Development and Cost Collection (d)	Schedules shall integrate the Contract Performance Baseline by PBS.	3.1
36	PEMP 7.2 Baseline Development and Cost Collection (d)	Each PBS will have an assigned duration.	3.1

Appendix B
Cross-Reference of DOE Contract Proposal
Project Controls Systems and Reporting Requirements
To PMCS Description

	Clause	Requirement	System Description
37	PEMP 7.2 Baseline Development and Cost Collection (d)	Activities logic links shall depict all work scope constraints and decision points and shall be integrated into a total project network schedule	3.1
38	PEMP 7.2 Baseline Development and Cost Collection (d)	The project schedule shall clearly depict the critical path activities and milestones.	3.1
39	PEMP 7.2 Baseline Development and Cost Collection (d)	Activities shall be resource loaded at the lowest practical level, but at least one level below the PBS.	3.1
40	PEMP 7.2 Baseline Development and Cost Collection (e)	The Contractor shall analyze any DOE proposed or directed funding changes for impact on the scope, schedule, and cost elements of the baseline	1.3.2, 7.1
41	PEMP 7.2 Baseline Development and Cost Collection (f)	Contractor requested contract changes or DOE directed contract changes shall be addressed through the established change control process detailed in the Work Authorization and Control Process and the Change Control process set forth in Section II of the Savannah River Site (SRS) Management Plan.	6.0
42	PEMP 7.2 Baseline Development and Cost Collection (g)	Prior to the release of funds for each fiscal year, DOE will analyze the baseline for that fiscal year.	N/A – DOE Responsibility

Appendix B
Cross-Reference of DOE Contract Proposal
Project Controls Systems and Reporting Requirements
To PMCS Description

	Clause	Requirement	System Description
43	PEMP 7.2 Baseline Development and Cost Collection (g)	By June 30 each year, the DOE will provide an estimate of any budget restrictions or specific technical or schedule guidance for the upcoming fiscal years through the remainder of the project.	5.5, 7.1
44	PEMP 7.2 Baseline Development and Cost Collection (g)	The contractor shall prepare a baseline impact forecast for all upcoming fiscal years from the approved Contract Performance Baseline	5.5
45	PEMP 7.2 Baseline Development and Cost Collection (g)	The contractor shall submit budget allocations to each PBS for the upcoming fiscal year with a focus on differences to the work activities described in the Contract Performance Baseline for that specific year. This deliverable is known as the Yearly Forecast Plan (YFP), as derived from the Contract Performance Baseline.	1.3.2, 5.5, 6.4
46	PEMP 7.2 Baseline Development and Cost Collection (h)	Each month, the contractor shall provide schedule variance explanations for differences between planned and actual performance against the Contract Performance Baseline PBS's and selected subprojects (to be defined in the Contract Performance Baseline documentation submittal).	5.1
47	PEMP 7.2 Baseline Development and Cost Collection (h)	Performance analysis techniques shall be commercially accepted and documented, and shall utilize earned-value methods.	5.1
48	PEMP 7.2 Baseline Development and Cost Collection (h)	Performance measurements (i.e., quantities) are preferred for all technical work scope unless otherwise approved by the CO.	3.2

Appendix B
Cross-Reference of DOE Contract Proposal
Project Controls Systems and Reporting Requirements
To PMCS Description

	Clause	Requirement	System Description
49	PEMP 7.2 Baseline Development and Cost Collection (h)	For cumulative negative schedule variances greater than 10%, the analysis shall detail the causes for variance, impact on other PBSs and corrective action required.	5.1
50	PEMP 7.2 Baseline Development and Cost Collection (i)	The Estimate At Completion (EAC) for the active projects shall be evaluated at least semi-annually to ensure that it is consistent with observed trends in performance, emerging or resolved issues, and changes in the assessment of project risk. This evaluation will follow the established site practices.	5.4
51	PEMP 7.2 Baseline Development and Cost Collection (j)	Costs shall be collected at the charge number level and be able to be summed through the WBS and B&R.	4.1
52	PEMP 7.3 Project Reporting (a)	The contractor shall provide a monthly status report on each PBS and the Contract Performance Baseline in a format approved by the CO. At a minimum, the status shall include: - Basis of earned value, actual cost, schedule variances per paragraph 7.2(h) - the status of major milestones, - and critical technical or programmatic issues. - On a quarterly basis the contractor shall include an analysis of any EAC variance greater than 10% in the status report.	5.1

Appendix B
Cross-Reference of DOE Contract Proposal
Project Controls Systems and Reporting Requirements
To PMCS Description

	Clause	Requirement	System Description
53	PEMP 7.3 Project Reporting (b)	Semi-Annual Critical Analysis (SACA): Twice each year (April 30 and October 30) the contractor shall prepare and submit a comprehensive PBS review that critically analyzes the overall status of the Contract Performance Baseline as well as any key metrics. This review shall include: - overall narrative summaries, - analysis of schedule trends and project float, critical path performance, - analysis of critical manpower skills of other resources, - budget and funding figures, - and project risk updates.	5.3
54	PEMP 7.3 Project Reporting (c)	Plans and reports shall be prepared in such a manner as to provide for consistency with the contract SOW, the Contract Performance Baseline, and the approved WBS.	2.0, 3.0, 4.0, 5.0
55	PEMP 7.3 Project Reporting (c)	The contractor's the reporting system shall provide at the PBS level…….. (1) Timely incorporation of changes affecting estimated cost and schedule	6.4
56	PEMP 7.3 Project Reporting (c)	(2) Changes to records pertaining to work performed that will change previously reported costs for correction of errors and routine accounting adjustments	6.0
57	PEMP 7.3 Project Reporting (c)	Revisions to the contract estimated costs for DOE-directed changes to the contractual effort.	6.1

Appendix B
Cross-Reference of DOE Contract Proposal
Project Controls Systems and Reporting Requirements
To PMCS Description

	Clause	Requirement	System Description
58	PEMP 7.3 Project Reporting (d)	The contractor shall provide the CO, or designated authorized representatives, access to any and all information and documents comprising the contractor's project control and reporting system. Generally, access will not be requested more than one level below the level chosen by the CO for control and approval authority, except during compliance reviews.	1.3.2, 5.0
59	PEMP 7.3 Project Reporting (e)	The contractor shall include graded reporting requirements in all subcontracts adequate to fairly evaluate performance and support the contractor reporting requirements.	4.1
60	PEMP 7.4 Baseline Change Management (a)	The Contract Performance Baseline is the source document for all project control and baseline change management. The processes for managing and administering changes to all elements of the baseline shall be timely, formal, and documented. Baseline changes shall be proposed when: 1. Necessitated by significant project delays, events or other impacts 2. The parties have negotiated an equitable adjustment in accordance with the Section I clause entitled, **CHANGES** or other clauses of this contract.	6.1
61	PEMP 7.4 Baseline Change Management (b)	The CO is the approval authority for any change to the Performance Baseline. Any change to Contract Performance Baseline that would require additional funding shall be approved only by the CO.	6.1
62	PEMP 7.4 Baseline Change Management (c)	Contract Performance Baseline changes (e.g. contract scope or requirements) require CO approval, regardless of cost level.)	6.5

Appendix B
Cross-Reference of DOE Contract Proposal
Project Controls Systems and Reporting Requirements
To PMCS Description

	Clause	Requirement	System Description
63	PEMP 7.4 Baseline Change Management (c)	In general, project execution changes, which do not affect Contract Performance Baseline target cost or target schedule, will be under the authority of the contractor and will not be subject to DOE approval based on cost thresholds.	6.4
64	PEMP 7.4 Baseline Change Management (c)	DOE approval would be required where contractor proposed changes would result in realignment of work between PBS's and/or selected subprojects, and thereby affect sub-project BCWS used in schedule variance measurement.	6.1, 6.5
65	PEMP 7.4 Baseline Change Management (d)	The current year ETC Analysis shall track and manage changes in funding at each level The contractor shall manage project execution cost such that annual Congressional base table controls are not exceeded.	6.0, 7.1
66	PEMP 7.4 Baseline Change Management (e)	Specific change control time frames for consideration and approval will be utilized as part of the project control system established and approved as provided for in paragraph (b) above. Each change control threshold level shall accommodate emergency changes	6.0, 6.5, 6.6
67	PEMP 7.4 Baseline Change Management (e)	Retroactive changes that affect schedule and cost performance data are not allowed except to correct administrative errors.	6.0
68	PEMP 7.4 Baseline Change Management (e)	A record of all approved changes, at any level, shall be maintained through the life of the project.	6.0
69	PEMP 7.4 Baseline Change Management (e)	Change control records shall maintain a clear distinction between approved changes in funding and baseline changes	6.0, 6.1, 7.1
70	PEMP 7.4 Baseline Change Management (e)	Ownership of Contract Performance Baseline Change Control Board records and Project Management records resides with DOE.	6.1

Appendix B
Cross-Reference of DOE Contract Proposal
Project Controls Systems and Reporting Requirements
To PMCS Description

	Clause	Requirement	System Description
71	PEMP 7.4 Baseline Change Management (f)	Any changes to the Contract Performance Baseline shall be executed only through a contract modification by the CO pursuant to the contract terms and conditions.	1.3.2, 3.3

Appendix C
WBS Indenture Table
(Subprojects highlighted in yellow)

Lv1	Lv2	Lv3	Lv4	Lv5	Lv6	WBS Title	PBS
01						SRS-WSRC Contract	
	30					Environmental Management Closure Project	
		VV				Project Baseline Summary	
			WW			Area Project	
				XX		Workset	
					YY	Subworkset	
01	30	01				NM Stabilization & Disposition -2006	SR-0011A
01	30	01	30			LI Project Design - PED (01-D-414)	
01	30	01	30	01		FBL P&S -PED (TPC)	
01	30	01	30	02		Bldg X Expanded Storage Capacity - PED (TPC)	
01	30	01	31			LI Project FBL Pu P&S Furnace & Welder (02-D-420)	
01	30	01	31	01		FBL P&S Welder & Furnace (TPC)	
01	30	01	31	02		Bldg X Expanded Storage Capacity (TPC)	
01	30	01	32			LI Project Canyon Exhaust (92-D-140)	
01	30	01	32	01		Canyon Exhaust (TPC)	
01	30	02				NM Stabilization & Disposition -2012	SR-0011B
01	30	02	01			F-Closure	
01	30	02	01	01		F-Canyon	
01	30	02	01	02		FB-Line	
01	30	02	01	03		F-Complex Deactivation sub-tasks	
01	30	02	02			H-Area Completion	
01	30	02	02	01		H-Canyon	
01	30	02	02	02		HB-Line	
01	30	02	02	03		Pu Contaminated Scrap	
01	30	02	02	04		Bldg Y Exh Vent System Restoration	
01	30	02	02	05		H Completion Special Studies	
01	30	02	03			HLW Tanks Influent Minimization	
01	30	02	04			F Area Support Facilities – D&D	
01	30	02	04	01		247-F Project Deactivation	
01	30	02	04	02		F Area Support Facilities Project Deactivation	
01	30	02	30			LI Project Design - PED (03-D-414)	
01	30	02	30	01		3013 Container Surveillance Capability in Bldg X -PED (TPC)	
01	30	02	31			LI Project 3013 Surveillance Capability in Bldg X (04-D-423)	
01	30	02	31	01		3013 Container Surveillance Capability in Bldg X (TPC)	
01	30	03				Radioactive Liquid Waste Stabilization & Disposition	SR-0014C
01	30	03	01			Liquid Waste Program	

Appendix C
WBS Indenture Table
(Subprojects highlighted in yellow)

01	30	03	01	01		H-Tank Farm	
01	30	03	01	02		F-Tank Farm	
01	30	03	01	03		ETP	
01	30	03	01	04		Bulk Waste Removal	
01	30	03	01	15		Salt	
01	30	03	01	16		Tank Deactivation & Operational Closure	
01	30	03	02			Waste Solidification Program	
01	30	03	02	01		Canister Production	
01	30	03	02	02		Develop Initial Actinide Capability	
01	30	03	02	03		Saltstone	
01	30	03	30			LI Project (93-D-187)	
01	30	03	30	01		Waste Removal (TPC)	
01	30	03	30	02		Process Upgrades (TPC)	
01	30	03	33			LI Project GWSB II - PED (04-D-414)	
01	30	03	33	01		LI Project GWSB II - PED TPC	
01	30	03	34			LI Project GWSB II - Facility Construction (04-D-408)	
01	30	03	34	01		LI Project GWSB II - (TPC)	
01	30	03	36			Salt Waste Processing Facility-PED (03-D-414)	
01	30	03	36	01		Salt Waste Processing Facility-PED (TPC)	
01	30	03	37			Salt Waste Processing Facility-Construction (04-D-401)	
01	30	03	37	01		Salt Waste Processing Facility-Construction (TPC)	
01	30	04				Nuclear Facilities D&D	SR-0040
01	30	04	01			F-Closure D&D Projects	
01	30	04	01	01		F-Area D&D	
01	30	04	01	01	01	F-Complex Post Deactivation S&M	
01	30	04	01	01	02	247-F Navel Fuels D&D	
01	30	04	01	01	03	F-Area Support Facilities Nuclear D&D	
01	30	04	02			Outside Facilities D&D	
01	30	04	02	01		A-Area D&D	
01	30	04	02	02		D-Area D&D	
01	30	04	02	03		M-Area D&D	
01	30	04	02	04		P-Area D&D	
01	30	04	02	05		R Area D&D	
01	30	04	02	06		T-Area D&D	
01	30	04	02	07		D&D LOE	
01	30	04	02	08		C-Area D&D	
01	30	04	02	09		E-Area D&D	
01	30	04	02	10		G-Area D&D	
01	30	04	02	11		K-Area D&D	
01	30	04	02	12		L-Area D&D	
01	30	04	02	13		N-Area D&D	

Appendix C
WBS Indenture Table
(Subprojects highlighted in yellow)

01	30	05				Non-Nuclear Facilities D&D (If needed)	SR-0050
01	30	12				Soil & Groundwater Remediation	SR-0030
01	30	12	01			Flood Plain Swamp	
01	30	12	02			Four Mile Branch	
01	30	12	03			Lower Three Runs	
01	30	12	04			Pen Branch	
01	30	12	05			Steel Creek	
01	30	12	06			Upper Three Runs	
01	30	12	07			Project/Program Support	
01	30	12	62			S&GW MC	
01	30	14				Nuclear Materials Storage	SR-0011C
01	30	14	01			K Area Material Storage	
01	30	14	01	01		K Area Material Storage (LOE)	
01	30	14	01	01	01	K Area Surveillance & Maintenance	
01	30	14	01	01	02	K Area Material Handling	
01	30	14	01	01	10	HEU Offset to EM	
01	30	14	01	02		K Area Material Storage Production Activities	
01	30	14	02			Bldg X Facility	
01	30	14	02	01		Bldg X (LOE)	
01	30	14	02	01	01	Bldg X Surveillance & Maintenance	
01	30	14	02	01	02	Bldg X Material Handling	
01	30	14	02	01	03	Stewartship Program	
01	30	14	02	01	10	EW08 AF (PUFF, PEF, MET Lab) S&M	
01	30	14	02	02		Bldg X Milestone/Production Activities	
01	30	14	02	02	01	3013 LI - OPEX Support	
01	30	15				Spent Nuclear Fuel Storage	SR-0012
01	30	15	01			L Area Facility	
01	30	15	01	01		L Area Facility (LOE)	
01	30	15	01	01	01	L Area v	
01	30	15	01	01	02	Basin Operations	
01	30	15	01	01	10	Offsite Reimbursements	
01	30	15	01	02		L Area Facility - Milestone/Production Activities	
01	30	15	01	02	01	SNF Storage Racks (LASR)	
01	30	15	01	02	02	Misc. SNF Disposition Studies	
01	30	15	01	02	03	Alternate SNF Disposition Studies	
01	30	15	01	02	04	HW Disposition	
01	30	15	02			RBOF Facility	
01	30	15	02	01		RBOF Deinventory	
01	30	15	02	02		RBOF Deactivation	

Appendix C
WBS Indenture Table
(Subprojects highlighted in yellow)

01	30	16			Solid Waste Stabilization & Disposition	SR-0013
01	30	16	01		Solid Waste Operations	
01	30	16	01	01	Waste Certification	
01	30	16	01	02	Sanitary Waste	
01	30	16	01	03	Hazardous Waste	
01	30	16	01	04	Mixed Waste	
01	30	16	01	05	Low Level Waste	
01	30	16	01	06	TRU Waste	
01	30	16	01	07	Waste Minimization	
01	30	16	02		Infrastructure	
01	30	16	10		Consolidation Incineratuion Facility	
01	30	98			Pricing Adjustments	N/A
01	30	98	01		Pension Adjustment	
01	30	99			Non PBS Related	N/A
01	30	99	01		Site Overheads	
01	30	99		01	G&A, ESS	
01	30	99		02	Fee	